



The Science of Humane Animal Sheltering



PROTOCOLS TO PROPERLY CARE FOR DOGS, CATS, RABBITS, & OTHER ANIMALS IN SHELTERS



Physiology & Behavior
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Effect of different genres of music on the
levels of kennelled dogs'

Scottish SPCA^a, F.J. Dowell^a, N.P. Evans^a

Share Cite

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Characteristics and Adoption Success of Shelter Dogs Assessed as Resource Guardians

Betty McGuire^a

Affiliations + expand

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View PMC article

Abstract

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Journal of Veterinary

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vidence for reliability and validity of behavior
shelter dogs? A prequel to "No better than flippe

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ABSTRACT

Conversations with stakeholders, as well as
confusions about what can be concluded when
using the terms "reliable" or "predictable." In
that assessed the ability or reliability
screening shelter dogs for behavior
of publications, including solid stu
findings indicate there is no ev
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Applied Animal

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J Appl Anim Welf Sci. 2022 Jan 4;1-11. doi: 10.1080/10888705.2021.2021407. Online ahead of print.

Impact of Visual Barrier Removal on the Behavior of Shelter-Housed Dogs

Allison L Martin^a, Christina M Walthers^a, Madison J Pattillo^a, Jessica A Catchpole^a,
Lauren N Mitchell^a, Emily W Dowling^a

Affiliations + expand

PMID: 35130115 DOI: 10.1080/10888

Abstract

With millions of dogs housed in shelte
environment impacts welfare. Social is
negatively impact wellbeing. However
can raise concerns about increased ba
after a visual barrier was partially rem
surrounding room. Stress behaviors, c
across phases; however, vocalizations
test, $p = .02$). In addition, in-room ba
barriers were removed. This absence



Applied Animal Behaviour Science

Volume 217, August 2019, Pages 57-62

Enrichment centered on human interaction
moderates fear-induced aggression and inc
positive expectancy in fearful shelter dogs

Regina M. Willen^a, Patricia A. Schimi^b, Michael B. Hennessy^{b, R, M}

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DOG STUDIES



THERE are many conclusions to be drawn regarding optimal care of dogs in animal shelters based on the studies described and linked to below. These include:

ENVIRONMENTAL FACTORS IMPACT THE HEALTH & RATE OF ADOPTION:

Shelters are stressful places for dogs and can be stressful places for potential adopters. In most shelters, dogs can't see people or other dogs in neighboring kennels. Where there is glass, it's often opaque. Where there are fences or bars, they face a wall. When people visit, they are told not to touch the animals. These are mistakes that increase frustration for dogs.

When frustrated, dogs are stressed, bark excessively, and engage in antisocial behavior. The louder the barking, the less time people spend in the kennels looking for dogs to adopt. And the more dogs bark or act out, the longer it will take them to be adopted.

DOGS ARE PEOPLE, TOO: Studies have found no compelling evidence that most dogs are in shelters because of something wrong with them. Instead, “surrenders often say more about the people doing the surrendering — about ‘owner-related factors, needs, and expectations’ — than the dogs being surrendered.” As such, shelters should stop thinking of dogs as having “behavior problems” and instead understand them as “behavior incompatibilities” with the person they were living with before being surrendered.

For example, like human children, dogs go through a rebellious adolescent phase. Although enrichment/reward-based training can modify these behaviors, research has found that “this corresponds with the peak age at which dogs are relinquished to shelters.” Not surprisingly, most shelter dogs are young. Without enrichment in the shelter, they may be falsely labeled “aggressive” or “unadoptable” and killed.

BLAME THE SHELTER, NOT THE DOG: Various studies conclude that “Even in well-managed and funded facilities, dogs are likely to encounter an array of stressors including noise, unpredictability, loss of control... disruption of routines...” and unfamiliar people and surroundings. Many dogs fail their behavior evaluation without rigorous efforts to remedy these issues. By contrast, these dogs will likely pass if provided enrichment, including those initially, though falsely, deemed “potentially quite dangerous” by pound staff.

These enrichment activities include allowing dogs out of the cage/kennel for human interaction, dog-dog play, several daily walks, letting dogs see people and dogs in shelters by removing visual barriers that block such access, and group housing. Over one-third of dogs housed alone suffer behavior problems, and 10% engage in repetitive behavior (like endless barking). By contrast, dogs housed with other dogs have “a decrease of stress after long-term stay in the shelter.” As such, dogs in shelters should be pair or group-housed if they get along with other dogs. Aggression and fighting are rare if the staff is thoughtful about pairing.

JUST DO IT: Finally, conventional wisdom says the longer dogs are in the shelter, the more likely they are to become “kennel crazy” and thus “less adoptable.” This is false as “dogs adapt to the kennel environment over time” and “environmental enrichment helps animals to cope with their environments.” In other words, newly admitted dogs tend to be stressed. Dogs who only get the basics — food, water, and shelter — are stressed. However, socialized and exercised dogs are not stressed; the longer they are in the shelter, the less stressed they become.

STUDY

Comparison of the Number of Dog Adoptions in a Pilot Program That Restored Limited Visitor Access to Kennels.

FINDINGS

Requiring an appointment to adopt animals leads to significantly fewer adoptions — and fewer adoptions lead to more killing.

STUDY

What is the Evidence for Reliability and Validity of Behavior Evaluations for Shelter Dogs?

FINDINGS

There is “no evidence that any canine behavior evaluation has come close to meeting accepted standards for reliability and validity.” Some tests are wrong as much as 84% of the time (a combination of poor tests and poor testing practices by pound workers). While shocking, it should not be surprising since the tests rest on a “fatally flawed” premise: “that the provocations used at a single time during a dog’s stressful experience in a shelter will predict future behavior at a different time and place.”

STUDY

The Relationship Between Aggression and Physical Disease in Dogs

FINDINGS

Medical conditions “can trigger aggression in a nonaggressive dog.” This includes hyperthyroidism, neurologic issues, exposure to distemper, skin problems, and microbiome changes. Specifically, “aggression can be a defensive reaction to avoid a particular handling that the dog anticipates as potentially painful.” Moreover, “the stress response associated with pain reduces serotonin activity,” and a “reduction in serotonin activity in the [central nervous system] has been linked to aggressive behavior in dogs.” Animal shelters that claim a dog is “aggressive” must “include a thorough physical examination to rule out painful con-

ditions, a neurologic examination, a complete blood count, and biochemistry.”

STUDY

Relationships between demographic characteristics of shelter dogs and performance on tests of a behavioral evaluation and between performance and adoption success.

FINDINGS

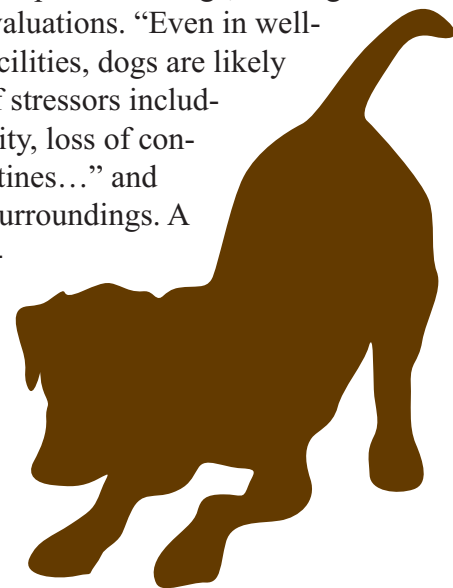
Shelter staff cannot accurately predict dog behavior in a home based on dog behavior in a shelter: “displaying concerning or dangerous behavior was not significantly associated with return to the shelter, and positive predictive values were low, implying that many positive tests will be false positives.” Indeed, “dangerous behaviors” occurred in sheltered dogs significantly “less than 5%” of the time.

STUDY

Enrichment centered on human interaction moderates fear-induced aggression and increases positive expectancy in fearful shelter dogs

FINDINGS

Shelters are very stressful places for dogs, causing them to fail behavior evaluations. “Even in well-managed and funded facilities, dogs are likely to encounter an array of stressors including noise, unpredictability, loss of control... disruption of routines...” and unfamiliar people and surroundings. A small amount of enrichment — being spoken to softly, given treats, petted, and played with — can result in dogs passing temperament tests. After just five days of being treated kindly, “nearly



all” fearful dogs passed the test. This is true even for dogs deemed “potentially quite dangerous” at the beginning of the study.

STUDY

Characteristics and Adoption Success of Shelter Dogs Assessed as Resource Guardians

FINDINGS

While 15% of kennelled dogs guard their food, many “do not guard food in their adoptive homes, and, even when dogs continue to display food guarding in the home, adopters do not consider it to be a major problem.” As such, shelters should opt for “adoption rather than euthanasia for most dogs identified as resource guardians during behavioral evaluations in shelters.” Dogs returned for food guarding should be readopted and can be adopted without incident.

STUDY

Saving Normal: A new look at behavioral incompatibilities and dog relinquishment to shelters

FINDINGS

There is no compelling evidence “for the notion that the general population of relinquished dogs in shelters are there because of relationship-breaking behavioral incompatibilities in their prior home.” Most dogs labeled “behavior” are normal as “surrenders often say more about the people doing the surrendering — about ‘owner-related factors, needs, and expectations’ — than the dogs being surrendered.” As such, shelters should stop thinking of dogs as having “behavior problems” and instead refer to them as “behavior incompatibilities” with the person they were living with before being surrendered.

STUDY

Teenage dogs? Evidence for adolescent-phase conflict behavior and an association between attachment to humans and pubertal timing in the domestic dog

FINDINGS

“[T]he welfare consequences of adolescence-phase behavior could be lasting because this corresponds with the peak age at which dogs are relinquished to shelters.” In other words, like human children, dogs go through a rebellious adolescent phase, and reward-based training can modify these behaviors.

STUDY

Impact of Visual Barrier Removal on the Behavior of Shelter-Housed Dogs

FINDINGS

Letting dogs see people and dogs in shelters by removing visual barriers that block such access reduces stress in shelter dogs. Stressed dogs are likely to fail their behavior evaluations.

STUDY

An Evaluation of Respondent Conditioning Procedures to Decrease Barking in an Animal Shelter

FINDINGS

Poor behavior in shelter dogs is often a sign of frustration. Specifically, dogs can see people and other dogs but can’t interact with them. Over time, they associate people and other dogs with frustration. Dog treats counter-conditioned them. It doesn’t matter if dogs are given treats when they weren’t barking, were barking, or when conditioned to identify a sound — such as a door chime — all three improved dog behavior.

STUDY

Evaluating pair- vs. solitary-housing in kennelled domestic dogs (Canis familiaris) using behavior and hair cortisol

FINDINGS

Group housing dogs reduces frustration. Over one-third of dogs housed alone suffered behavior problems, and 10% engaged in repetitive behavior (like endless barking). As such, dogs in shelters should be pair or group-housed if they get along with other dogs. Fears about aggression and fighting in pair-housed kennels tend to be overblown, with fights being rare so long as the staff is thoughtful about pairing.

STUDY

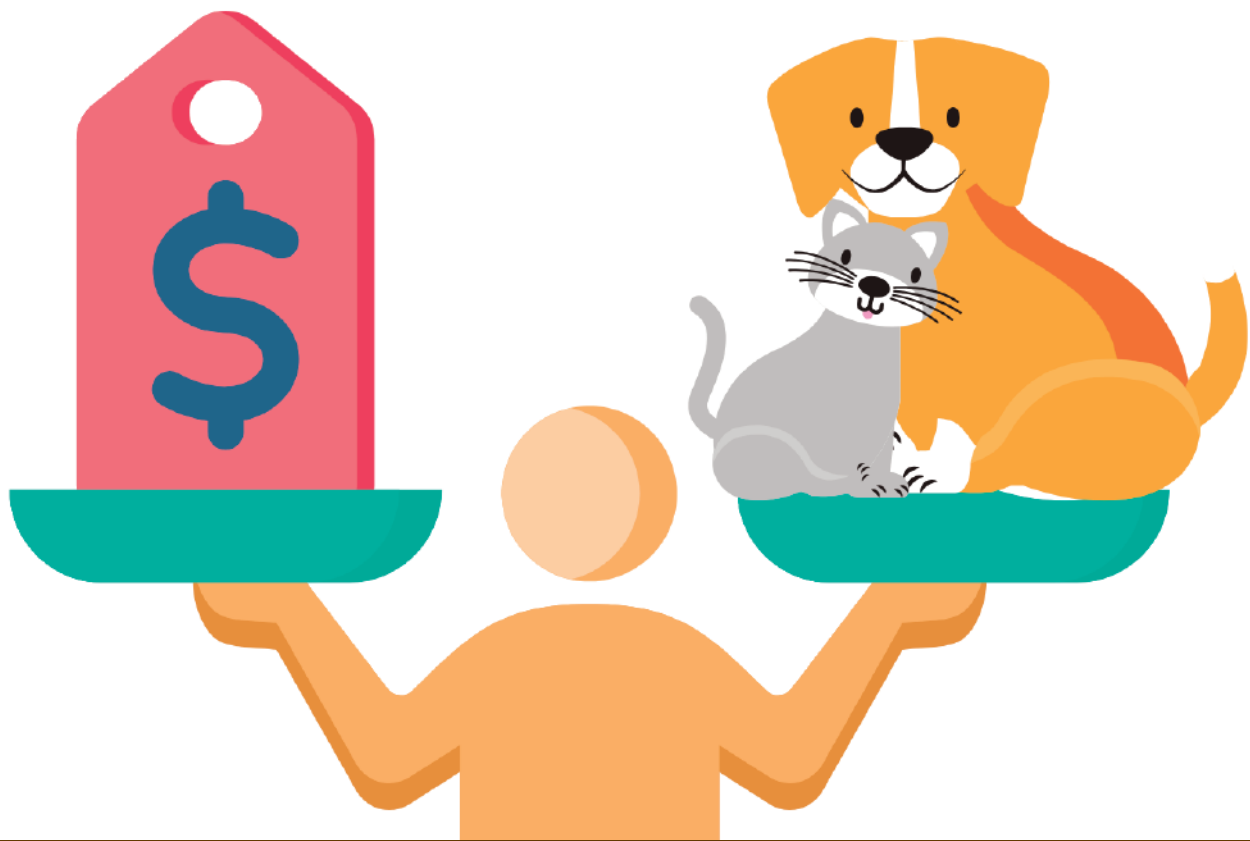
Effects of single- or pair-housing on the welfare of shelter dogs: Behavioral and physiological indicators.

FINDINGS

Dogs co-housed with other well-matched dogs are less stressed and adopted faster than those housed alone.

STUDY

Identifying environmental and management fac-



Why Running a Humane Shelter Saves Lives & Money

By passing No Kill legislation, hiring compassionate and capable leaders willing to embrace the cost-effective and revenue-producing programs and services that make No Kill possible, and employing best practices consistent with the highlighted studies in this article, communities that provide funding within national norms can place upwards of 99% of all intakes.

IN addition to Nathan Winograd, our director, achieving a No Kill community running animal control despite a *per capita* intake rate twice the national average and *per capita* taxpayer funding that was a fraction of what others spent (roughly 90 cents per person), running a humane science-based shelter is cost-effective.

Although those costs vary, impounding, holding, and ultimately killing an animal and disposing of the body cost approximately \$135.00 (\$84 for impoundment and \$51 for killing and disposal). The process is revenue-negative.

As most shelter costs are fixed, by contrast, keeping animals alive does not dramatically increase costs. And since it takes roughly the same time to clean a kennel as it does to kill an animal, staff increases often prove unnecessary, with the added financial benefit that cleaning requires less-skilled,

less-expensive labor and can be augmented through volunteer support.

Moreover, the programs and services of the No Kill Equation are cost-effective. Some rely on private philanthropy, such as utilizing rescue groups that shift care costs from public taxpayers to private individuals and groups. In 1998, for example, California passed a law making it illegal for public (and private) shelters to kill animals when qualified rescue groups were willing to save them. Accordingly, the number of animals saved, rather than killed, increased from 12,526 to 99,783 — a lifesaving increase of nearly 700%. That increase corresponds with yearly cost savings of \$4,450,107 for killing and destroying remains, plus additional savings relative to the cost of care.

Other programs, such as adoption, bring in revenue. Still, others, such as sterilizing rather than killing community cats, are less expensive and, over the long term, result in exponential savings by reducing births.

Finally, a six-year study examined the economic impact of a city passing a No Kill ordinance. The ordinance included three main components:

- ✓ An “immediate moratorium on the [convenience killing] of animals if there were available kennels at the municipal facility”;
- ✓ Implementation of the No Kill Equation; and,
- ✓ A mandated minimum placement rate of 90% (since increased to 95%).

As a result, dog adoptions increased by 67% and cat adoptions by 49%. Conversely, dog killing declined by 94%, and cat killing by 91%. The city placed 95% cats and 98% dogs during the study period.

Meanwhile, the total value of spending on those newly adopted pets at local veterinarians, grooming facilities, daycare centers, pet stores, and other local businesses was \$157,452,503, with an investment of just over \$30,000,000 — a return of over 400%.

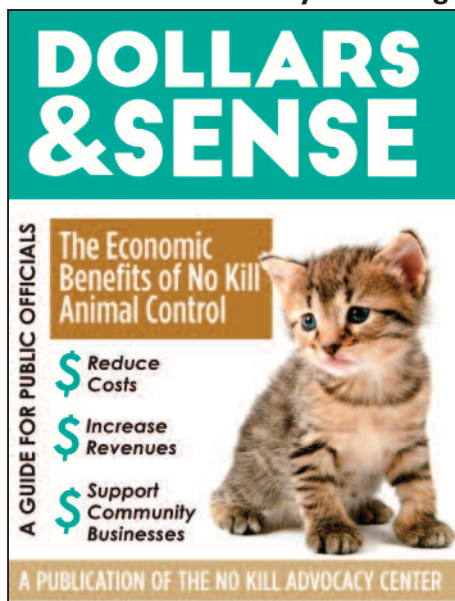
These economic benefits included \$49,307,682 in additional spending by individuals on local veterinary and pet care services and \$25,333,237 in extra expenditures on other pet-related expenses.

In addition to spurring spending, creating jobs, and increasing sales tax revenues, it also attracted new businesses: Google’s decision to build a new office tower is directly attributable to the city’s No Kill plan. Google executives noted that “it is attractive to a young,

vibrant, pet-loving workforce.”

By passing No Kill legislation, hiring compassionate and capable leaders willing to embrace the cost-effective and revenue-producing programs and services that make No Kill possible, and employing best practices consistent with the highlighted studies in this article, communities that provide funding within national norms can place upwards of 99% of all intakes.

View at nokilladvocacy.center.org



tors that may be associated with the quality of life of kennelled dogs

FINDINGS

Conventional wisdom says the longer dogs are in the shelter, the more likely they are to become “kennel crazy” and thus “less adoptable.” This is false as “dogs adapt to the kennel environment over time” and “envi-

ronmental enrichment helps animals to cope with their environments.” In other words, newly admitted dogs tend to be stressed. Dogs who only get the basics — food, water, and shelter — are stressed. However, socialized and exercised dogs are not stressed; the longer they are in the shelter, the less stressed they become.

STUDY

Welfare Assessment in Shelter Dogs by Using Physiological and Immunological Parameters

FINDINGS

“During the initial physiological adaptive response, novel environment, manipulation, change in social structure, and different cages can represent sources of stress for dogs entering a shelter,” but for dogs housed with other dogs, the result is “a decrease of stress after long term stay in the shelter.” In other words, dogs should be able to see and interact with other dogs and people to “reduce frustrated attempts to see what is going on beyond their kennel.”

STUDY

Ancestry-inclusive dog genomics challenges popular breed stereotypes

FINDINGS

Breed tells us how dogs look, not how they behave. For “predicting some dog behaviors, breed is essentially useless, and for most, not very good.” For example, “the defining criteria of a golden retriever are its physical characteristics — the shape of its ears, the color and quality of its fur, its size — not whether it is friendly.” Likewise, the findings “cast doubt on breed stereotypes of aggressive dogs, like pit bulls.” The study adds to a growing scientific literature that demonstrates breed bans are useless for public safety and breed descriptions are useless for matching dogs who exhibit desired behaviors with prospective adopters.

STUDY

For Pits’ Sake: Effect of Breed Labels on Perception of Shelter Dog Attractiveness

FINDINGS

Shelter workers often misidentify breeds: 50% of dogs labeled “pit bulls” lacked DNA breed signatures of breeds commonly classified as pit bulls. Moreover, perception of breed negatively impacts length of stay and adoption rates. Consequently, removing these labels allows these dogs to be adopted and adopted more quickly. It also results in a better fit between the family lifestyle and the individual dog’s behavior.

STUDY

Perceived importance of specific kennel manage-



ment practices for the provision of canine welfare

FINDINGS

Compared to volunteers, rescuers, and the average person, shelter employees were less likely to view health, hygiene, and enrichment as necessary or essential. These false beliefs put dogs at risk: “What people believe is important will influence their behavior, with direct relation to care provided to animals.” Given inconsistent, unenforced, and, in many cases, non-existent regulations that mandate a commitment to dog welfare, what dogs need “may not be successfully translating into evidence-based changes in industry practice.” In other words, unless forced, shelters will not likely ensure dogs are kept healthy, clean, and socialized. Failure to force them to do so puts dogs at risk of being killed.

STUDY

A Review on the Influence of Noise on the Welfare of Dogs

FINDINGS

Almost half of all dogs fear noise to varying degrees, including the sounds of an animal shelter, and for those “shelters” that rely on arcane “temperament tests,” dogs could be labeled “unadoptable” and killed as a result. All shelters must employ noise abatement strategies “because the welfare of animals may decline” if they do not. This includes “incorpor-

rating sound control in the design of... buildings” such as acoustic clouds, using “quieter cleaning tools,” “replacing noisy overhead fans,” and enrichment strategies, including music with soft, human voices. In cases of extreme fear, medication may also help.

STUDY

The effect of different genres of music on the stress level of kenneled dogs

FINDINGS

Soft music with human voices reduces stress in kenneled dogs. Lowered cortisol levels, heart rate, and stereotypy behavior measured this. Dogs preferred, in order, soft rock, reggae, pop, and then classical. The soft human voice is the most essential part of the musical experience for dogs. However, dogs, like humans, get bored of the same playlist. By the end of the first day, the impact of stress reduction from playing the same songs was eliminated. By day seven, the effect of the same type of music (e.g., classical or soft rock) was eliminated.

STUDY

Social determinants of health and disease in companion dogs: a cohort study from the Dog Aging Project

FINDINGS

Dogs thrive around other animals: “like many social animals — including humans, having more social companions can be important for the dog’s health.” Isolating dogs leads to poor health outcomes.

STUDY

The odour of an unfamiliar stressed or relaxed person affects dogs’ responses to a cognitive bias test

FINDINGS

Dogs can smell when humans are stressed, which impacts their choices, resulting in dogs making more pessimistic judgments if exposed to a stressed person,

CAT STUDIES

SHELTERS MUST MEET THE PSYCHOLOGICAL AND PHYSICAL NEEDS OF CATS:

Shelters are stressful places for cats. Shelters that do not have a “mental health” component (touch, talk, play) in concert with a “physical health” component (vaccination on intake, prompt and neces-

“EXPERTISE”?

NUMEROUS studies have found that the ability of people, including shelter workers, to identify canine behavior correctly is poor, despite most rating their understanding of dog behavior highly. For example, “Barking and growling are not isomorphic [synonymous] with ‘aggression.’” Neither are mouthiness and other behaviors typically labeled as “resource guarding” behavior, “jealousy,” or “aggression.” Often, the dog is just seeking information: “When dogs ask questions of and gain information... in active interactions, tactile exchanges are frequent and complex, often involving mouthing, an activity that humans both misunderstand and actively discourage.”

Not surprisingly, “over one-third (36.9%) of dogs originally brought in by their owners for euthanasia could, upon further evaluation by staff and discussion with owners, be made available for adoption” given that they “had medical or behavioral concerns that were amenable to resolution, as opposed to all having terminal health conditions or intractable behavior problems.”



sary veterinary care, cleaning/disinfection) undermine the well-being of cats and put them at risk of getting sick and being killed.

LOUD NOISES MUST BE ABATED:

Moreover, many cats fear noise to varying degrees. Barking dogs and other loud noises often trigger this fear in shelters. At shelters that have not embraced a culture of lifesaving, this can lead to cats inaccurately being labeled “fearful,” “fractious,” or “unadoptable” and killed.

All shelters must employ noise abatement strategies to avoid negatively impacting animal welfare. This includes sound control, such as acoustic clouds, quieter cleaning tools, and enrichment strategies. For example, unless housed in a large, free-roaming cat room, cats should be allowed out of the cage/kennel for human interaction, playing, and running at least twice daily. Moreover, cats should be gently petted and talked to daily. These practices result in a markedly lower chance of upper respiratory infection. Cats who are not stroked and talked to gently are over two times more likely to get sick (due to stress) than cats who are. Ironically, many shelters do not allow people to touch cats due to fear of disease, placing signs throughout the shelter to that effect.

THOSE TASKED WITH CARING OFTEN DON'T:

Unfortunately, shelter employees are less likely to view health, hygiene, and enrichment as necessary or essential than volunteers, rescuers, and the average person. These false beliefs put animals at risk. Given inconsistent, unenforced, and, in many cases, non-existent regulations that mandate a commitment to animal welfare, studies have found that what animals need “may not be successfully translating into evidence-based changes in industry practice.” In other words, unless forced, shelters will often not ensure animals are kept healthy, clean, and socialized. Giving shelter staff and leadership the benefit of the doubt puts animals at risk of being killed.

FERAL & SCARED AREN'T THE SAME THING:

Finally, while shelters label roughly two out of five cats “feral” or “aggressive” (and these cats are killed unless the shelter embraces a community cat program), very few cats will respond fearfully after day six if gently



petted and talked to throughout their stay in the shelter. This is also true of cats who cannot be touched when they arrive. As such, “a 3-4 day holding period“ is not “sufficient to differentiate non-feral from feral cats.”

Regardless, No Kill shelters do not kill cats for “behavior,” “aggression,” or being considered “feral.” Community cats who are not social with humans are returned to their habitats. Cats deemed “fearful” or “fractious” but otherwise social with humans are adopted out, despite those issues, because cats do not pose physical risks to public safety. The behavior also often resolves outside of a shelter.

STUDY

Effect of gentle stroking and vocalization on behaviour, mucosal immunity and upper respiratory disease in anxious shelter cats

FINDINGS

Cats gently petted and talked to have a markedly lower chance of getting an upper respiratory infection. Cats not stroked and talked to gently were over two times more likely to get sick (due to stress) than cats who were. Ironically, many shelters do not allow people to touch cats due to fear of disease, placing signs throughout the shelter to that effect, even though the absence of touching makes them 2.4 times more likely to get sick.

In addition, cats who are labeled “feral,” “unsocial,” “fractious,” or “aggressive” are virtually all killed unless the shelter embraces a community cat sterilization program. While 18% of the cats tested would have been deemed “feral” due to “aggression” (and thus killed), none of the cats responded that way after day six. This is also true of cats who could not be touched when they arrived and were stroked “mechanically” with a fake hand. As such, “a 3-4 day holding period” is not “sufficient to differentiate non-feral from feral cats.”

STUDY

The Impact of Lethal, Enforcement-Centred Cat Management on Human Wellbeing

FINDINGS

Besides harm to cats, killing “feral”/community cats results in profound human suffering. Cat caregivers are motivated by “considerable concern regarding the health and safety of the cats,” “feel responsible for improving their health and welfare,” and “commit substantial time and finances to their needs, despite existing legal and financial difficulties.” As such, the bond between caregivers and cats was “as strong as the bonds with their own pets,” and “the cats looked to them (the caregivers) to keep them safe and fed.” So, it is not surprising that caregivers suffer when officials kill cats. That suffering was “significant,” leading to grief, trauma, poor

Anti-Social Shouldn't Be a Death Sentence

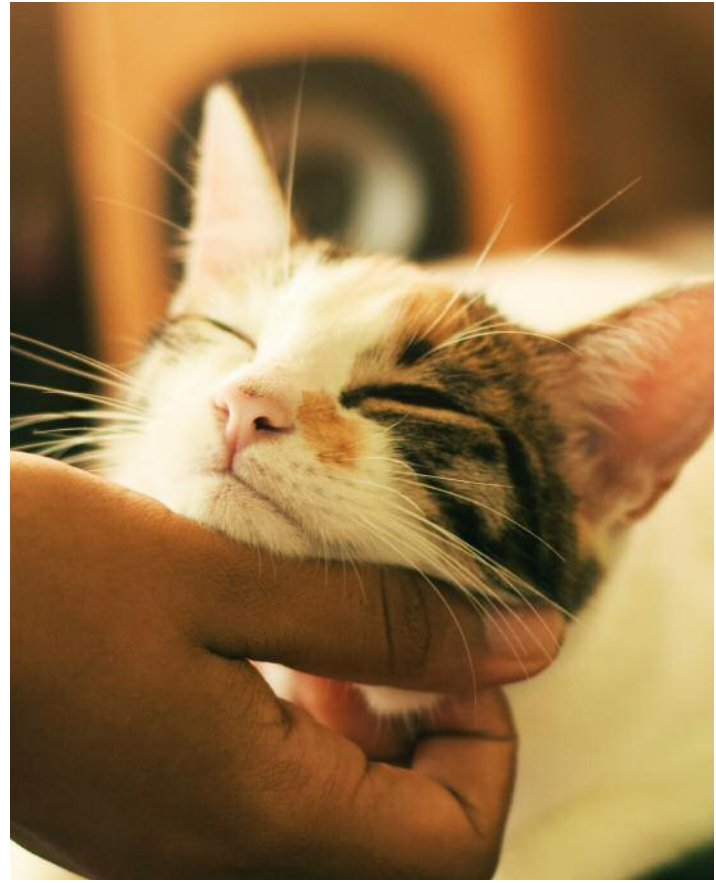
KILLING a cat for “behavior,” “aggression,” or being considered “feral” should never occur. There isn't even a need to delay finding homes for these cats. They can be sterilized and returned to their habitats if they are not social with humans and are used to living outdoors, or they can be adopted out immediately if they are. Simply put, people will adopt cats with “cattitude.”

This is not to say that cats who experience behavior issues in the shelter do not warrant changes in shelter housing, shelter treatment, and behavior intervention to address those needs. They do. However, they can be adopted despite those issues because resolving behavior challenges is almost always done by getting them out of the shelter. Moreover, for those who do need further treatment, treatment in the home will be more effective and focused, as it is for many dogs.

As the director of an open-admission animal control shelter, Nathan Winograd eliminated any “behavior category” for cats and thus any killing of cats for “behavior,” “aggression,” or being “feral.”

physical health, and long-term psychological distress, including profound guilt, loss, and inability to eat. Given this and other evidence, shelters must abandon lethal methods and instead “identify and assist caregivers to implement neutering and, if possible, adoption. This would improve cat welfare, minimize public complaints, and reduce psychological hazards to caregivers.”

RABBITS & OTHER ANIMALS



ALTHOUGH rabbits make up the third most common animal in shelters, they — and other non-dog and cat species — are often treated like second-class residents. While all U.S. states have holding periods for stray dogs and cats, they may have none for bunnies, allowing shelters to kill them immediately with no attempt to rehome them.

Moreover, while shelters might have rules prohibiting the adoption of dogs who will not be allowed in the house because lack of socialization and affection are traumatic for dogs, they have no such rules for rabbits who suffer similar harm and likewise belong in homes, not backyard cages. Finally, many shelters do not vaccinate or sterilize rabbits despite doing so for dogs and cats.

The No Kill movement has also primarily ignored bunnies, rodents, “exotic” pets, birds, wildlife, and farmed animals. The need to save rabbits is conspicuously absent on the platforms of many organizations. They have resisted calls to add them to statistics when calculating overall community placement rates. Many shelters placing over 95% of dogs and cats either have no safety net for rabbits and other animals — turning them away — or they kill them in large numbers but still call themselves No Kill.

Even some rabbit advocates do them a disservice by choosing death at the pound rather than have them adopted out to homes with children (buying into the same misanthropy that dog and cat rescuers rejected a decade ago). Adding insult to injury, rabbits are legally considered “food” and abused to test cosmetics. It is well past time for change.

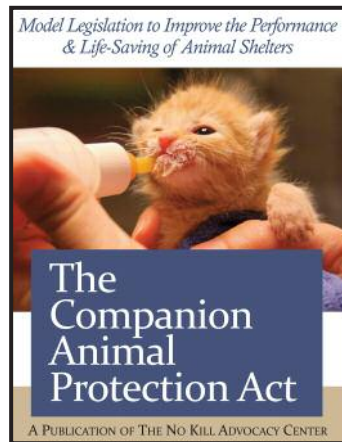


PUTTING THE FINDINGS INTO PRACTICE

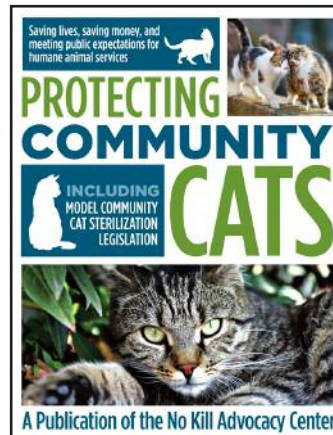
KNOWLEDGE is power! The No Kill Advocacy Center’s library of free, downloadable guides (some of which are highlighted below) help shelter staff, rescue groups and animal advocates put the most humane and proven solutions to shelter killing into action.



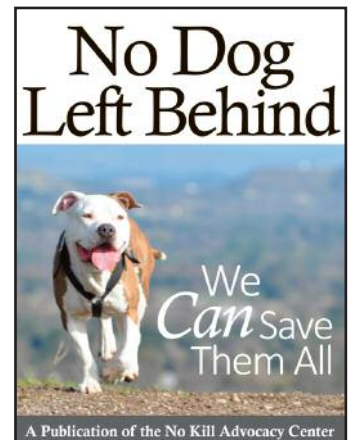
Traumatized dogs deserve safe harbor and time — time to abandon fear, forget a haunted past, and, most important of all, learn to trust. With the right amount of love, kindness, compassion, positive conditioning, and, when necessary, veterinary intervention, psychologically wounded animals, like humans, have a remarkable capacity for resilience.



The No Kill Advocacy Center’s model shelter reform legislation, The Companion Animal Protection Act, gives rabbits and other small animals all the protections of dogs and cats, including holding periods, prompt and necessary veterinary care, and the right of rescue.



A community cat program reduces intake and killing of community cats, illness in the shelter, complaint calls to animal control, spending (and waste of taxpayer money), and increases opportunities to expand lifesaving of other animals, such as dogs.




Based on four studies, the pioneering work of behaviorists, and the results of some of the most successful and progressive shelters in the country, shelters can place 99% of dogs.

nokilladvocacycenter.org



Animal Evaluation **MATRIX**

Policies & Procedures
That Protect the Lives
of Shelter Animals

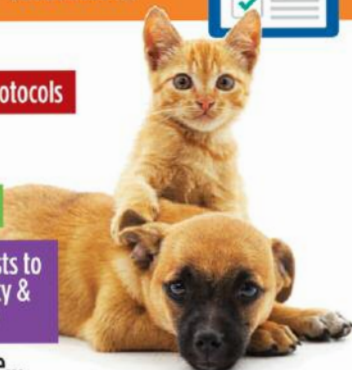


Including:

- Medical & Behavior Protocols
- Diagnostic Tools
- End of Life Protocols

With Forms & Checklists to
Increase Accountability &
Improve Performance

and more...



A Publication of the No Kill Advocacy Center

The Matrix includes:

- ✓ Medical and behavior protocols
- ✓ Diagnostic tools
- ✓ End-of-life protocols, with forms and checklists to increase accountability and improve performance. The No Kill Advocacy Center developed these protocols in collaboration with some of the most successful shelter directors in the country (directors running municipal and animal control-contracted shelters with placement rates of 99%).

Please note: Thanks to advancements in veterinary medicine, *The No Kill Companion* has an updated list of treatable behavioral and medical conditions.

NATHAN WINOGRAD
THE NO KILL ADVOCACY CENTER

THE NO KILL COMPANION



A Primer on Humane Animal Control for
Legislators, Policymakers, Shelter Managers,
Media, Advocates, and Other Stakeholders

A reference manual for running a humane animal shelter.
With short encyclopedia-like entries, topics include:

- ✓ The definition of No Kill;
- ✓ Costs and benefits of No Kill animal control;
- ✓ A snapshot of the No Kill movement;
- ✓ Sample assessment tools and protocols for running a municipal No Kill shelter;
- ✓ Animal protection legislation;
- ✓ Primer on various shelter issues, including temperament testing, community cats, dog behavior, and more.



It's
great
to be

alive!

